

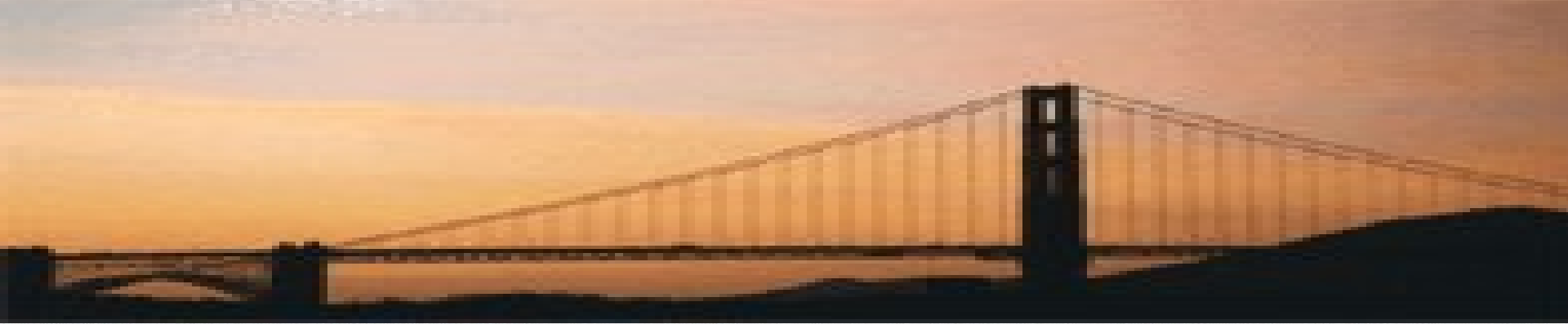
# 2005 ARMY ACQUISITION WORKFORCE CONFERENCE



<http://asc.army.mil>

Transforming the Organizations, Leaders & Workforce of Tomorrow





## **Change Leadership**

### **“Barriers to Change & How to Overcome Them”**



## Agenda

- **Purpose**
- **Why employees erect barriers to change**
- **How to overcome barriers to change**
- **How to cultivate bridging change leadership skills**



## Purpose

- To assist you in understanding how barriers hinder change and how failure to address “anti-bodies” may result in failure
- To help you gain an understanding of why
  - when a Change Agent suggests a change
  - an employees’ first instinct is to erect a barrier
  - to find a reason not to change



# Common Errors of Transformation

- **Complacency**
- **Insufficient guiding coalition**
- **Underestimating the power of vision**
- **Under communicating the vision**
- **Permitting obstacles to block vision**
- **Failing to create short-term wins**
- **Declaring victory too soon**
- **Neglecting to anchor changes**

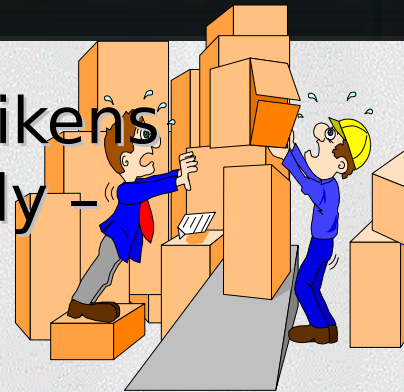
*"Leading Change"*, John P. Kotter

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## Other Barriers to Change

- Fujio Cho, former president of Toyota USA., likens change in an organization to the human body – the body generates “antibodies” which automatically grow to fight the change

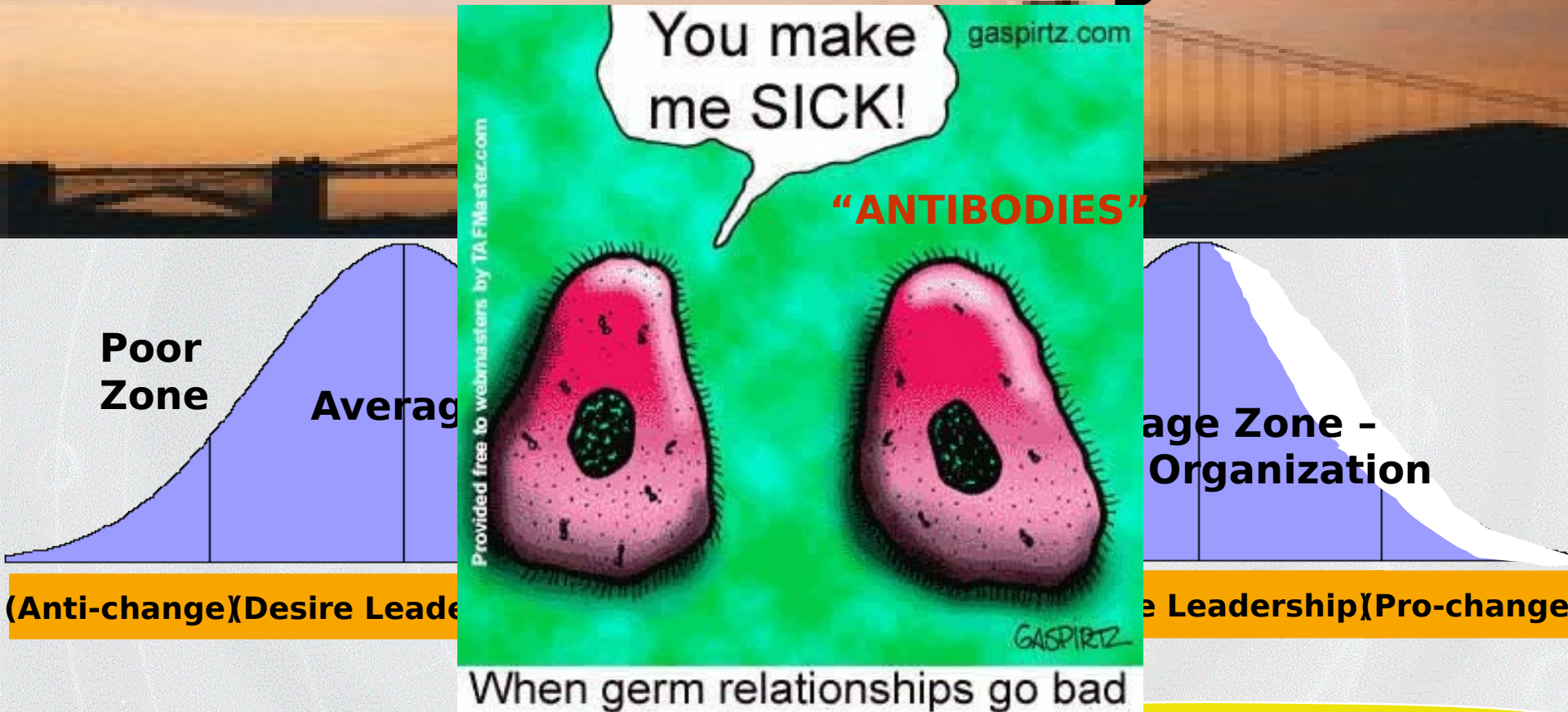


- **The stronger the organizational culture, the stronger the “antibodies”**

**These “antibodies” will seize every opportunity to discredit your transformation.**



## Other Barriers to Change (cont.)



By starving and addressing a FEW "antibodies" - a FEW change leaders  
"Pull the total organization into the future"

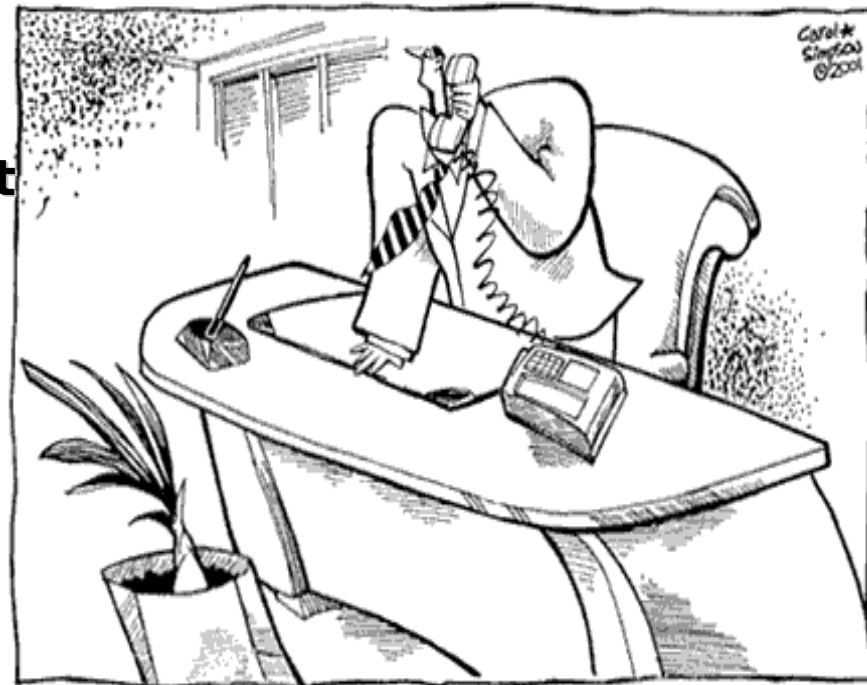
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## Other Barriers to Change (cont.)

- The desire for instant success
- Working independently
- An organizational structure that doesn't facilitate cooperation
- Lack of knowledge on leaders/change agents about team building, conflict resolution, and the change process
- Trouble makers vs. problem solvers

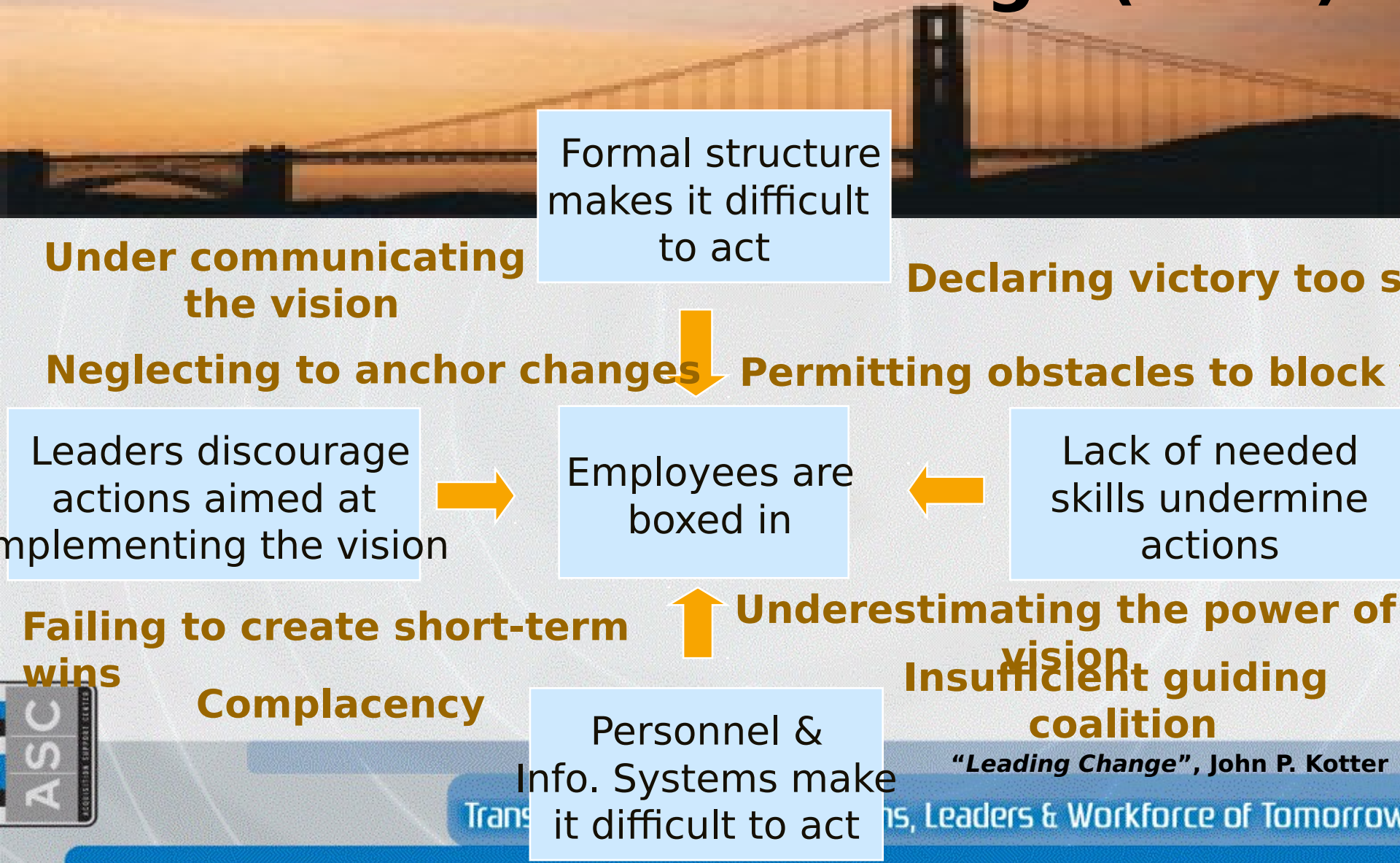


*"Hasslemeyer, I want to know why the competition is luring away our best talent?...Hasslemeyer?...Hasslemeyer!...Are you still there?"*



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## Other Barriers to Change (cont.)





# Overcome the Barriers to Change

- **Have a clear vision**
- **Cultivate continual improvement**
- **Show a spirit of shared ownership**
- **Be patient and celebrate incremental change**



# Overcome the Barriers to Change (cont.)

- **Open communication**
- **Repeat articulation of the vision**
- **Demonstrate the will to change**
- **Allocate appropriate and adequate resources**

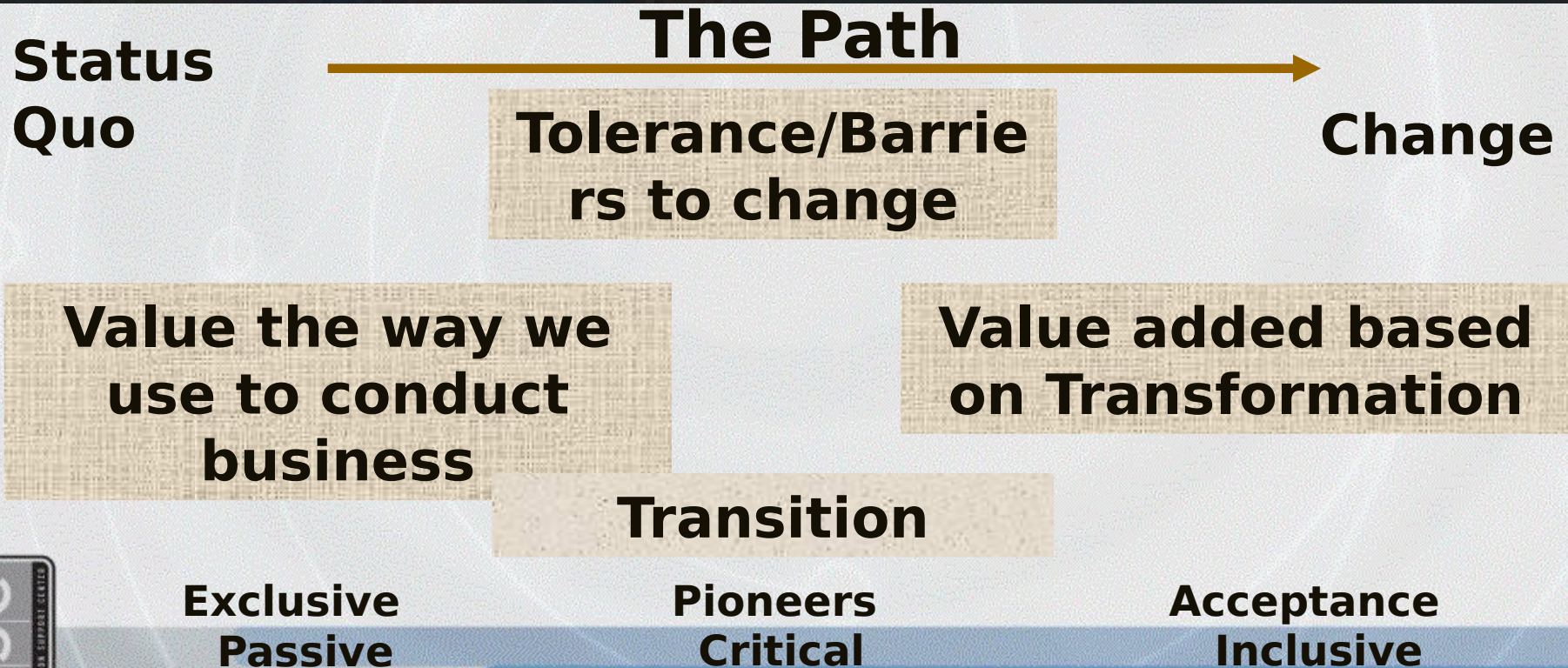


# Overcome the Barriers to Change (cont.)

- **Celebrate short-term wins**
- **Collect an understanding of why and how change is being undertaken**
- **Use a collective leadership style**
- **Overcome the fear of change through coaching superiors, peers, and subordinates**



# Overcome the Barriers to Change (cont.)



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# **Overcome the Barriers to Change (cont.)**

## **Transformation Cycle of Change**

- **Vision/Mission change in an organization**
- **Begins with the status quo**
- **Proceeds through several stages (must have a process)**
- **Then comes full circle at a point of change**
- **Consider temperaments**
  - **Forming; Storming; Norming; Performing; Adjourning**



# **Overcome the Barriers to Change (cont.)**

## **Behavioral Categories**

- **Forming**
  - **Guidance and direction**
- **Storming**
  - **Team members jockey for position**
- **Norming**
  - **Commitment and unity is strong**



# **Overcome the Barriers to Change (cont.)**

## **Behavioral Categories (cont.)**

- **Performing**
  - **Shared vision**
  
- **Adjourning**
  - **Recognition of and sensitivity to people's vulnerabilities**



# **Overcome the Barriers to Change (cont.)**

## **Motivation for Change**

- **Expressed dissatisfaction with status quo**
- **External member(s) get involved**
- **Performance declines in organization**
- **Internal demand for transformation**
- **Serious sense of urgency**
- **Organization will experience a series of wake up calls**



# Overcome the Barriers to Change (cont.)

## Benefits

- Enhanced relationships
- Shared vision
- Greater innovation and flexibility
- Improved productivity
- Reduced conflict



## Summary

- **Why employees erect barriers to change**
- **How to overcome barriers to change**



# **Overcoming Barriers by Cultivating Bridging Change Leadership Skills**

**We've talked to you about  
organizational barriers and behaviors  
that may hinder change - now lets  
talk  
about bridging.**



## Agenda

- **Purpose**
- **What is Bridging**
- **What is Bridge Leadership**
- **Bridging through Conflict Resolution / Management**



## Purpose

**Convey the importance of internally and externally “spanning our differences” through cross-fertilization of ideals, trust building cohesive coalitions, and through conflict resolution.**



## What is Bridging

- **Bringing valued results through collaboration of multiple stakeholders**
- **Creating "new" types of relationships**



## What is Bridging Cont.

- **Building structures/using tools than enable organizational direction and transformation**
- **Creating and allowing communication**



## What is Bridging Cont.

- **Spanning across organizational and cultural differences**
- **Creating opportunities**



## What is Bridge Leadership

- **Providing the necessities of bridge building**
- **Overcoming the burdens of building a “new” future and transforming to a new status quo**
- **Conquering that which divides the organization**



## What is Bridge Leadership Cont.

- **Planning assignment rotations**
- **Capitalizing on emerging technology**
- **Developing well-round leaders**



## What is Bridge Leadership Cont.

- **Allowing continuous flow of information**
- **Building trust**
- **Building coalitions**



## Bridging Through Conflict Resolution/Management

A **structured process** in which the parties seek the assistance of a **neutral party** to help them in resolving their issue(s) in controversy.

The primary attribute of conflict resolution is a structured process in which the neutral party assists the parties in using **interest-based negotiation** techniques to resolve their dispute, and the parties contemplate having separate and **confidential** meetings with the **neutral party**.

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## Bridging Through Conflict Resolution/Management Cont

### Primary Causes of Conflict

- Wants or needs differ
- Values differ
- Knowledge / expectations



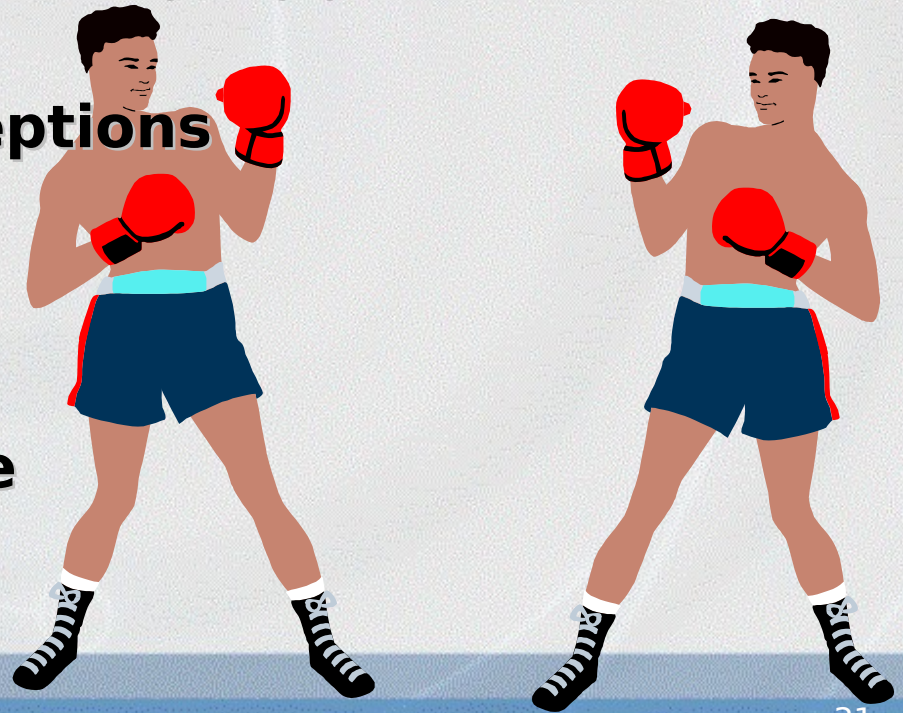
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## Bridging Through Conflict Resolution/Management Cont.

### Primary Causes of Conflict Cont.

- Assumptions and perceptions
- Strong personalities
- Inability to compromise
- Stubbornness

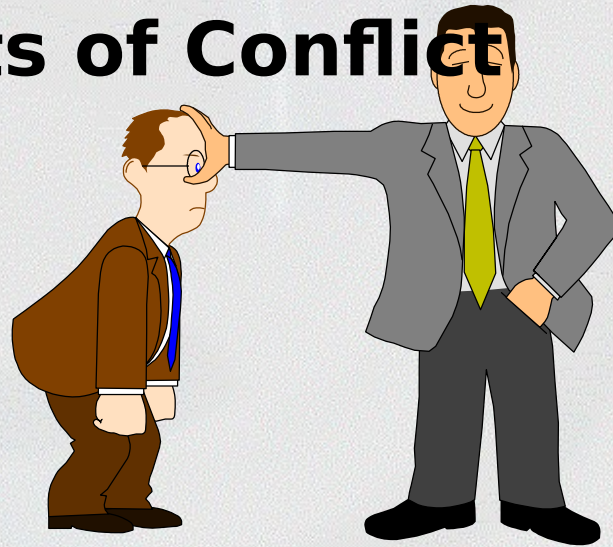




## Bridging Through Conflict Resolution/Management Cont.

### Destructive Aspects of Conflict

- Diverts energy
- Destroys morale
- Produces irresponsible and regrettable behavior





## Bridging Through Conflict Resolution/Management Cont.

### Constructive Aspects of Conflict

- Opens issues of importance
- Results in the solution of problems
- Increases the involvement of individuals
- Authentic communication





## Bridging Through Conflict Resolution/Management Cont.

### Constructive Aspects of Conflict Cont.

- Serves as a release to pent-up emotions, anxiety and stress
- Helps build cohesion among people
- Helps individuals grow personally





## Bridging Through Conflict Resolution/Management Cont

### Strategies for Conflict Resolution

- Anticipate and prevent team problems whenever possible
- Think of each problem as a team problem
- Neither over-react nor under-react





## Bridging Through Conflict Resolution/Management

**Cont.**

| Negotiation   | Mediation  | Arbitration   | Adjudication   |
|---|--|---|--|
|   |  |   |  |
| discussion between two parties, working toward reaching agreement, without assistance | a voluntary process with an impartial third party helping disputing parties to reach a mutually beneficial agreement | using an independent third party to settle a dispute; third party determines a binding settlement | conflict is resolved using the justice system with judge &/or jury |

Strategies for  
Conflict Resolution





## Bridging Through Conflict Resolution/Management Cont.

Use

Don't Use

Avoidance.....Lose/lose

Cooling off    building tension

Accommodating....Lose/win

Relationship evading issue  
important

Competing.....Win/lose

Position of    Loser powerless  
authority

Compromise.....Draw

Employees    No commitment

better off

Collaboration.....Win/win  
commitment

Working    No time,



## Bridging Through Conflict Resolution/Management Cont

1. Criticizing the other person is an effective way to with conflict.

True

**False**

2. Being assertive is the same as being aggressive.

True

**False**

3. Conflict resolution has a winner and a loser.

True

**False**



## Bridging Through Conflict Resolution/Management Cont

4. You should try to relax your body and mind when you're upset.

**True** False

5. Conflict can occur because of jealousy and other strong feelings.

**True** False

6. It's okay to keep interrupting the speaker with your questions.

True **False**



## Bridging Through Conflict Resolution/Management Cont.

7. You should consider every ideal when trying to reach a solution. **True** False
8. Negotiation does not involve using a mediator. **True** False
9. Conflict resolution means going against your feelings and beliefs. True **False**
10. A mediator should make all the decisions. True **False**

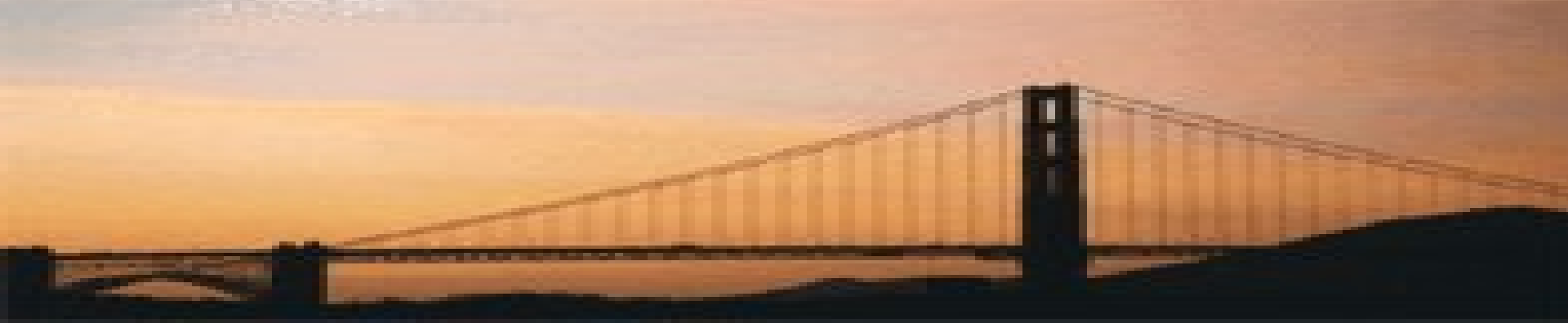


## Summary

- **What is Bridging**
- **What is Bridge Leadership**
- **Bridging through Conflict Resolution / Management**



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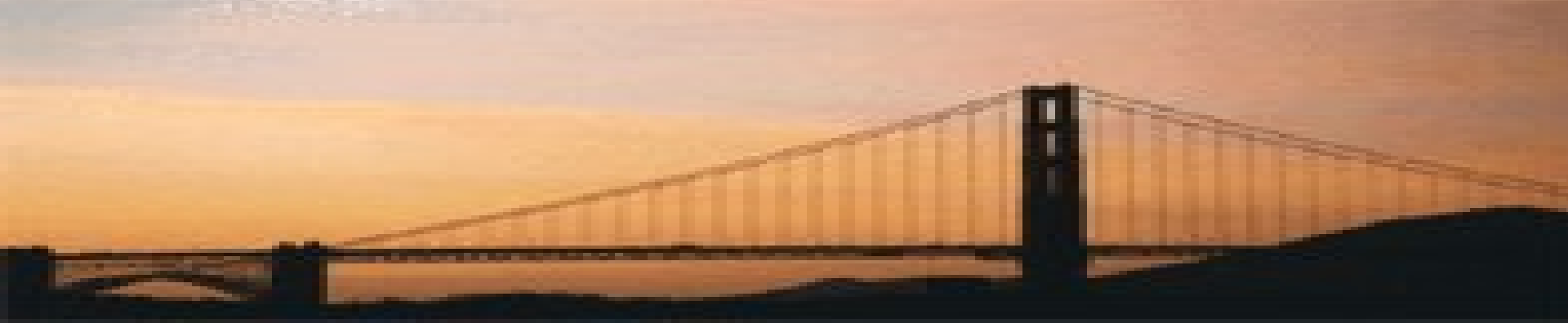
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## Backup



## **Bridging Through Conflict Resolution/Management Cont.**

### **Benefits Of Coping With Conflict**

- **Deals with reality**
- **Confronts the real problem**
- **Keeps identity and role separate**



## **Bridging Through Conflict Resolution/Management Cont. Components Of The Problem Solving Process**

**Stating The  
Problem**

**Listing Possible Solutions**

**Selecting The Best Solution**

**Implementing The Solution**

**Evaluating The Solution**



## Bridging Through Conflict Resolution/Management Cont.

### Conflict Resolution: Common Team Problems

- Overbearing member(s)
- Dominating member(s)
- Reluctant member(s)
- Rush to accomplishment



## **Bridging Through Conflict Resolution/Management Cont**

### **Conflict Resolution: Common Team Problems**

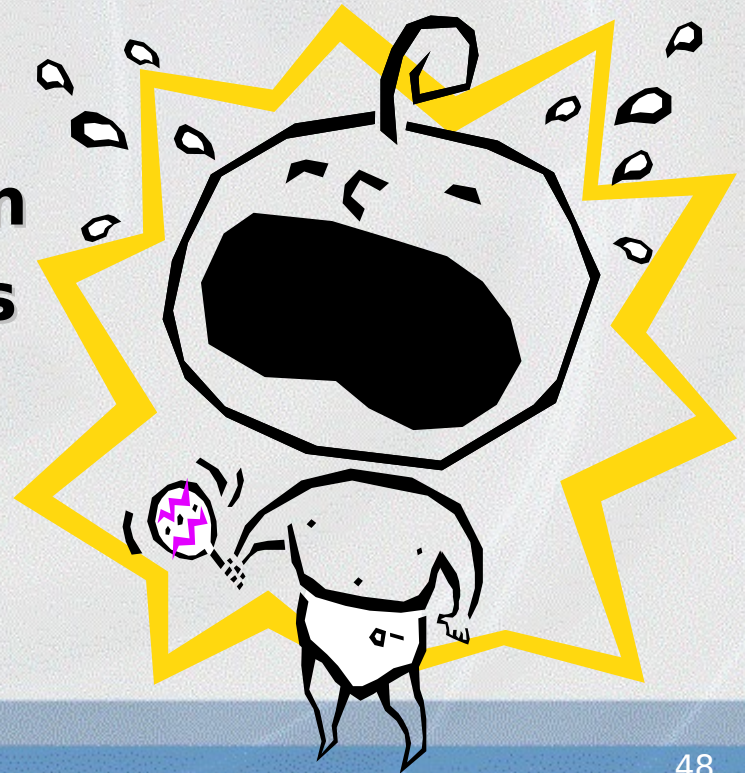
- **Attribution**
- **Discounts**
- **Wanderlust (digression and tangents)**
- **Feuding Member(s)**
- **Unquestioned acceptance of opinions as facts**



## Bridging Through Conflict Resolution/Management Cont

### Conflict

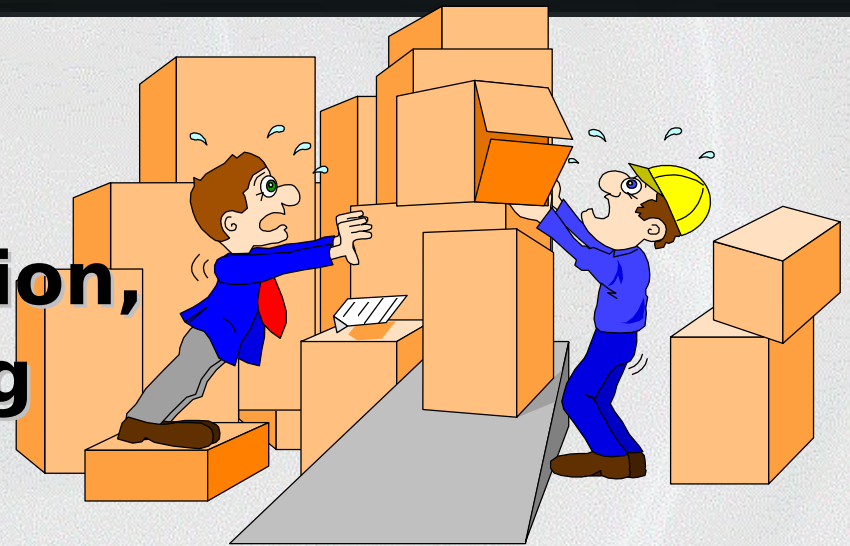
- Disagreements between and among individuals
- As a fight, a battle





## **Bridging Through Conflict Resolution/Management Cont. Conflict**

- **A difference of opinion, a misunderstanding**
- **Conflict exists whenever incompatible activities occur**





## **Bridging Through Conflict Resolution/Management Cont Strategies For Coping With Conflict**

- **Questions to consider**
- **Negotiation skills**
- **Conflict model**



## **Bridging Through Conflict Resolution/Management**

**Cont**

### **Questions To Consider**

- **How important is the relationship?**
- **How important is the incident?**
- **How will i feel if i do/don't confront?**
- **What is the likely outcome?**



## **Bridging Through Conflict Resolution/Management Cont.**

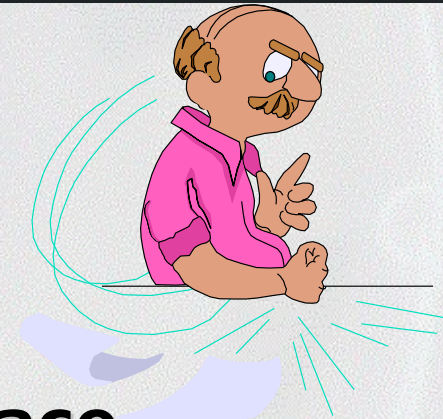
### **Negotiation Skills**

- **Diagnosis**
- **Initiation**
- **Listening**



## Bridging Through Conflict Resolution/Management Cont.

**Intrapersonal Conflict:** Takes place inside an individual



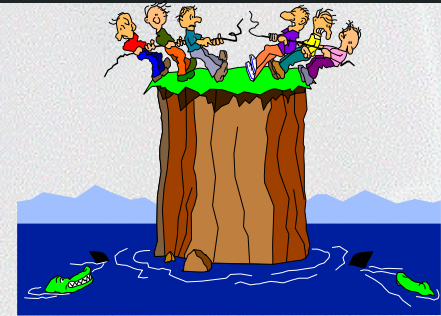
**Interpersonal Conflict:** Takes place between two parties





## Bridging Through Conflict Resolution/Management Cont.

**Intragroup Conflict:**  
Takes place within a group



**Intergroup Conflict:** Takes place  
between two or more groups

**GROUP 1**



**GROUP 2**

